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ABSTRACT

This annotated bibliography is divided into three sections. Section I contains annotations of general publications on work time options. Section II presents resources on flexitime and the compressed work week. In Section III are found resources related to these reduced work time options: permanent part-time employment, job sharing, voluntary reduced work time programs, phased retirement, leaves (sabbatical, educational, parental), and work sharing. Within each section, resources are categorized under the two headings of books and reports and of periodical references. Each entry is provided in this format: author, title, place of publication and publisher or source, date of publication, pagination, and annotation. (YLB)

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A SELECTED ANNOTATED BIBLIOGRAPHY ON WORK TIME OPTIONS

MAY 1985

Prepared and annotated by Barbara Ivantcho
and the Staff of New Ways to Work

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New Ways to Work (NWW) is a work resource and action research center. The non-profit organization provides information and training on a variety of work issues, primarily work time options. Established in 1972, its goal is to encourage constructive and fulfilling work while improving the quality of work life for all.

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SECTION I - WORK TIME OPTIONS - GENERAL

Books and Reports

Applegath, John. Working Free . N.Y., AMACOM, a Division of American Management Association, 1982. 207p.

How to get away from the 9 to 5 job through time options and alternative ways of making a living.

Best, Fred. Flexible Life Scheduling: Breaking the Education-Work-Retirement Lockstep . N.Y., Praeger, 1980. 267p.

The social forces that lead toward more flexible life patterns, and the feasibility of new social policies.

Cohen, Allan R. and Herman Gadon. Alternative Work Schedules: Integrating Individual and Organizational Needs . Reading, MA, Addison-Wesley, 1978. 137p.

The advantages, disadvantages, and the personnel management aspects of part-time, flexitime, job sharing, and the compressed workweek.

Flechette, Henry M., Jr. Alternative Work Schedule: Results of a Survey Study . Boston, MA, Northeastern University, 1981. 25p.

A study of the effectiveness of various alternative schedules.

The General Mills American Family Report, 1980-81; Families at Work: Strengths and Strains . A study conducted by Louis Harris Associates, Inc. Minneapolis, MN., 1981. 87p.

Opinions and attitudes on work time and its impact on the family, with details of the respondents' preferences on worktime options.

Gorlin, Harriet. Personnel Practices II: Hours of Work, Pay Practices, Relocation . Information bulletin No. 92. N.Y., The Conference Board, 1981.

Tables resulting from a survey of approximately 900 firms showing alternative work schedule practices: shortened work week, flexible time, job sharing, work at home.

WORK TIME OPTIONS - GENERAL

Harriman, Ann. The Work/Leisure Trade-off: Reduced Work Time for Managers and Professionals . N.Y., Praeger, 1982. 184p.

Social and psychological effects of specific workplace methods.

Kerr, Clark and Jerome Rosow, eds. Work in America: The Decade Ahead. N.Y., Van Nostrand Reinhold, 1979. 288p.

A collection of papers on the workforce and quality of work issues of the 80's, including the potential of alternative work time options.

Lowman, Kaye. Of Cradles and Careers: a Guide to Reshaping your Job to Include a Baby in Your Life . Franklin Park, IL, La Leche League International, 1984. 207p.

Examples from life, representing many occupations, of job-sharing and other work options.

McCarthy, Maureen E. and Gail S. Rosenberg. Work Sharing Case Studies . Kalamazoo, MI, The W.E. Upjohn Institute for Employment Research, 1981. 277p.

Meier, Gretl S. Worker Learning and Worktime Flexibility a policy discussion paper. Kalamazoo, MI, The W.E. Upjohn Institute for Employment Research, 1983. 65p.

Recent programs for adjusting education and training, with emphasis on upgrading womens' jobs.

New Work Schedules for a Changing Society ; a Work in America Institute policy study directed by Jerome M. Rosow and Robert Zager. N.Y., Work in America Institute, 1981. 128 p.

Recommendations concerning flexible schedules, part-time employment, job sharing, compressed work weeks, family time, and union concerns.

New York. Temporary State Commission on Management and Productivity in the Public Sector. An Introduction to Alternative Work Schedules and Their Application in the State of New York . February, 1977. 126p.

Experience with flexitime, part-time, and the compressed workweek.

WORK TIME OPTIONS - GENERAL

Nollen, Stanley D. New Patterns of Work . N.Y., Work in America Institute, Inc., 1979. 59p.

Highlights of the literature on part-time, flexitime, and compressed work week, with extensive abstracts.

Nollen, Stanley D. New Work Schedules in Practice; Managing Time in a Changing Society . N.Y., Van Nostrand Reinhold, 1982. 281p.

Case studies of part-time, flexitime, job sharing, and compressed work week programs, with emphasis on management, fringe benefits, and labor's role.

O'Toole, James. Work, Learning and the American Future . San Francisco, CA, Jossey-Bass, Inc., 1977. 238p.

The possibility of a society wherein all can have satisfying employment, by integrating learning with worklife.

Rehab Group, Inc., Arlington VA. Rearranged Work Schedules for Handicapped Employees in the Private Sector. Final Report, by J.J. Fast et al. Springfield, VA, National Technical Information Service, 1978. PB-289685, 179p.

How flexible schedules enable employers to hire and keep well qualified handicapped workers, and comply with affirmative action laws.

Ronen, Simcha. Alternative Work Schedules: Selecting, Implementing, and Evaluating . Dow Jones-Irwin, 1984. 255p. Refs. pp. 233-255.

Guidelines for policy makers and executives in choosing and putting into practice schedules that suit employees' needs and company goals.

State Alternative Work Schedule Manual . Washington, D.C., National Council for Alternative Work Patterns, in cooperation, with National Governors' Association, 1981. 102p.

Individual state entries, with types of alternative work schedules in force.

Stern, David. Managing Human Resources; the Art of Full Employment . Boston, MA, Auburn House, 1982. 130p.

Among recommendations for government and industry are work sharing, sabbaticals, and other options.

WORK TIME OPTIONS - GENERAL

Periodical References

"Alternative Work Pattern Applications," by Ben Burdetsky and Marvin S. Katzman. Journal of Systems Management, December 1981, pp. 159-161.

The authors try to find and quantify, through a survey of companies, improvements in organizations using AWP. Better morale was reported, and, while few concrete results were found, companies usually retained their programs.

"Alternative Work Schedules: The State and Local Experience," by Marion Long and Susan Post. Intergovernmental Personnel Notes, January/February 1980, pp. 9-12.

Summary of public employment programs in part-time job sharing, flexitime, and the compressed work week.

"Alternative Work Schedules in Europe," by Archibald Evans. Paper delivered at conference on "Free Working Time: New Models for Work Patterns," published in Freie Arbeitszeit: Neuebetriebliche Arbeitszeitmodelle. Rushlikon, Switzerland: Gottlieb Duttweiler Institut, February, 1979. 19p.

The advantages, difficulties and management of various work options that can fill the need for the employee to be master of his own time.

"Alternative Work Schedules Increase Employee Satisfaction," by John R. Turney and Stanley L. Cohen. Personnel Journal, March 1983, pp. 202-207.

Introducing an alternative workschedules program and preparing a handbook for it, based on employees' understanding, and their control of their own work hours.

"Alternative Work Time; a New Tool for Managing," by Barney Olmsted. American Banker, October 5, 1982, pp. 22-23.

Examples of practice in banking.

"Alternative Workstyles; Jobs a la Carte," by Edward Wakin. Today's Office, September 1984, pp. 43-48.

Changing conditions in the economy, technology and in the workforce create changes in work time and place. Includes "How to Develop a Telecommuting Program."

"Changing Times: the Use of Reduced Work Time Options in the United States," by Barney Olmsted. International Labour Review, July-August, 1983, pp. 479-492.

History and present status of part-time, job sharing, and voluntary reduced work time.

"The Changing Workplace: What is Happening to Flextime, Flexhour, Gliding Time and the Variable Day? And Permanent Part-time Employment? And the Four-day Week?" by Stanley D. Nollen. Across the Board, April 1980, pp. 6-21.

Successes, failures, and problems for management.

"The Design and Evaluation of Alternative Work Schedules; a Study of Employee and Organizational Consequences," by Randall B. Dunham and Jon L. Pierce. Personnel Administrator, April 1983, pp. 67-75.

Describes methods for assessing worker attitudes and evaluating proposed schedules.

"Effectively Managing Alternative Work Options," by William Olsten. Supervisory Management, April 1984, pp. 10-15.

"Flexible Work Hours Gather Momentum." U.S. News and World Report, September 28, 1981, pp. 76-77.

Update on trends in various work options during the 1970's.

"The Flexilife Future," by Noris Willatt. Management Today, June 1980, pp. 83-93, 164-165.

For more flexibility in education and work scheduling throughout life, and in retirement.

"40 Hours Doesn't a Job Make," by Lona O'Connor. Detroit Free Press, March 28, 1984.

Why work-time options are better than temporary work for many.

"Keeping Abreast of Change with a Different Kind of Workforce," by V. John Plummer. Modern Office and Data Management (Australia), September 1980. pp. 24-25.

Argues for shorter hours, job sharing, part-time opportunities and retraining, to face the changes in values and technology of the Australian economy.

"Manpower Matters: Shorter Working Time," by Ashley Steel and Sheila Rothwell. Journal of General Management (U.K.), Fall 1983, pp. 82-91.

This study from the Centre for Employment Studies reviews many forms of reduction in working time in Britain, and their effect on employment and productivity.

"No More 9 to 5," by David Kull. Computer Decisions, June 1982, pp. 160-178.

The trend in data processing companies to alternative schedules and work at home, bringing a need for management training and consideration of legal and union aspects.

Personnel Administrator. Special issue on alternate work patterns, October, 1979.

Contents: Alternative work schedules: the state of the art; Flexitime's potential for management; Trends in the development of alternative work patterns; A work schedule to increase productivity; Job sharing: an answer to productivity problems; Alternative work policies in private firms.

"Preferences on Worklife Scheduling and Work-Leisure Tradeoffs," by Fred Best. Monthly Labor Review, June 1978, pp. 31-37.

Survey of public employees of their desires to exchange earnings for free time and flexibility.

"Punch Out the Time Clocks," by Jerome M. Rosow and R. Zager. Harvard Business Review, March-April 1983, pp. 12-30.

Survey of the current state of principal alternative work patterns, with examples.

"Putting 9 to 5 up on the Shelf; a Survey of Executives Reveals that the Use of Alternative Work Patterns is Surprisingly Widespread in European Companies." International Management, October 1981, pp. 16-18.

Data, by country, from about 900 respondents.

WORK TIME OPTIONS - GENERAL

"An Update of Non-Standard Work Schedules," by George Bohlander et al. Arizona Business, February 1980, pp. 16-24.

Survey of Arizona employers on perceived advantages and disadvantages, and employee reception of alternative schedules.

"When You Can't Work 9 to 5," by Jamie Laughridge. Woman's Day, September 1, 1983, pp. 56-60.

Examples of options: part-time, work at home, self-employment.

"Worktime: The Traditional Work Week and its Alternatives," reprinted from the 1979 Employment and Training Report of the President. U.S. Department of Labor, pp. 75-92.

Well documented, concrete survey of all forms of alternative options.

Work Times, an international information exchange on alternative work time, published by New Ways to Work, 149 Ninth Street, San Francisco, CA 94103. V.1, No. 1, Summer, 1982.

Work of Work Report, an international report published monthly by Work in America Institute, Inc., a non-profit organization, 700 White Plains Road, Scarsdale, NY 10583. V.1, 1976.

SECTION II - FLEXTIME AND THE COMPRESSED WORK WEEK

Flexitime: a work schedule that allows flexible starting and quitting times but still requires a standard number of hours within a given time period.

Compressed Work Week: Full-time work scheduled in less than five days a week.

Books and Reports

Badger, Linda K. and Marlene A. Israel. Innovative Work Schedules and Overtime Requirements, a Survey of the Relevant Literature . Prepared for the Industrial Welfare Commission, State of California. September 1981. 53p.

Concentrates on the compressed work week and flexible scheduling, and overtime premiums as a barrier to innovation.

Flexible Working Hours . Seattle/King County Commuter Pool, Seattle, WA. n.d.

A manual on flexitime that tells how to design and implement a program: scheduling, solving problems, legislation, the position of unions, sample surveys.

Martin, Virginia and David W. Jones, Jr. The design and implementation of alternative work schedules: flexitime and voluntary staggered hours . Institute of Transportation Studies, University of California, Berkeley, CA, July 1980. 42p.

Detailed schedules and operative guidelines.

Nollen, Stanley D. and Virginia H. Martin. Alternative Work Schedules. Part 1: Flexitime, Part 3: The Compressed Workweek . An AMA Survey Report. N.Y., AMACOM, a Division of American Management Associations, 1978. 53p.

Careful analysis of survey responses concentrating on long and short-term effects, and problems for management.

FLEXITIME AND THE COMPRESSED WORK WEEK

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Ronen, Simcha. Flexible Working Hours: An Innovation in the Quality of Work Life . N.Y., McGraw-Hill, 1981. 353p.

Extensive study of the implications of flexitime, its results in a variety of organizations, and its effects on the labor force and on transportation.

U.S. Bureau of Labor Statistics. Bulletin 1846. The Revised Workweek: Results of a Pilot Study of 16 Firms . Washington, D.C., U.S. Government Printing Office, 1975. 31p.

Objectives of the firms studied, and how they introduced three or four day workweeks, with a description of the schedules used and assessment of effects.

U.S. Congress. Public Law 97-160. The Federal Employees Flexible and Compressed Work Schedules Act of 1982 . March 26, 1982.

Legislation for permanent authorization of the alternative work schedules program, after a successful three-year test.

U.S. House of Representatives. Committee on Post Office and Civil Service. Flexible and compressed work schedules , hearing, April 3, 1981 and February 3, 9, 1982.

Hearings on the above Act; with extensive testimony on how the pilot project operated.

U.S. Office of Personnel Management. The Federal Employees Flexible and Compressed Work Schedules Act of 1978: an Overview of the Experimental Program for Federal Agencies , prepared by Tom Cowley and Carolyn Harmon. August 1979.

Details of the various schedules used in government agencies.

Periodical References

"The Compressed Work Week as Organizational Change: Behavioral and Attitudinal Outcomes, by Simcha Ronen and Sophia P. Primps. Academy of Management Review , January 1981, pp. 61-74.

Compiles and analyzes several recent studies, indicating favorable attitudes and somewhat ambiguous performance outcomes.

FLEXITIME AND THE COMPRESSED WORK WEEK

"Flexitime: the Kentucky Experiments," by Suzanne Craddock et al. Public Personnel Management Journal , Summer 1981, pp.244-252.

During three trial periods in state agencies the effects of flexitime on production, absenteeism, morale, and transportation were studied; the program was continued.

"Ten Hours a Day, 4 Days a Week." American City and County , October 1979, pp. 77-78.

Two New England public works departments find local unions receptive, employees happier, and more work done.

"Flexiyear Schedules in Germany," by Bernhard Teriet. Personnel Journal , June 1982, pp. 428-429.

The German experiment has had consequences for full and part-time employees and for temporary workers, with a better balance between individual aspirations and working necessities.

"From the Country that Gave Us Flexitime now Comes the Flexiyear" by Bernhard Teriet. Management News , April 1981, pp. 34-35.

How employees arrange work schedules over the year at several German companies.

SECTION III - REDUCED WORK TIME OPTIONS

A. PERMANENT PART TIME EMPLOYMENT

Less than full-time work that includes job security and all other rights available to full-time workers.

Books and Reports

Alter, JoAnne. A Part-time Career for a Full-time You . Houghton, 1982.

The best part-time and shared jobs, and how to get them.

California Department of Motor Vehicles. Final Report of the Part-Time Employment Pilot Program , Report to the Governor and the Legislature of the State of California. January 1979. 102p. & appendices.

A two year feasibility study of a state-wide policy encouraging expansion of part-time opportunities; discusses handling of benefits, recruitment, the social costs and benefits to employees and the DMV, detailed analysis of time bases and occupational groups involved.

Canada. Commission of Inquiry into Part-time Work. Part-time Work in Canada : report of the Commission. Labour Canada, 1983. 218p.

Who the workers are and what jobs they hold, as well as their views and those of unions and employers.

Cook, Barbara, and Diane Rothberg. A Part-timer's Guide to Federal Part-Time Employment , Alexandria VA. Association of Part-time Professionals, Inc., 1981. 28p.

How to answer the objections of federal managers, facts and figures on the federal part-time workforce, and the pay, benefits and rights under the law.

Employing Professionals Part-Time , Seattle, WA, Focus on Part-Time Careers, Inc., 1977, rev. 1982. 16p.

Interviews with skeptics, handling fringe benefits, and successful case studies.

PERMANENT PART TIME EMPLOYMENT

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Ford, Joan and John Engel. Permanent Part-Time Work Study: Set of Working Papers and Bibliography, New South Wales, Australia. Future Lobby and New South Wales Association for Mental Health, November 1977. 96p.

Extensive discussion of the economic and social issues, and the part-time labor market, especially in Australia, based on the current employment situation. Bibliography of Australian and overseas sources.

Hoff, Andrea. The Responsiveness of Manufacturing Firms to Employees' and Applicants' Preferences for Part-time Work. Berlin, International Institute of Management, Labour Market Policy, 1982(?).

This discussion paper concludes that the demand exceeds the supply of part-time work, and that the situation is not likely to improve.

Jallade, Jean-Pierre. Towards a Policy of Part-time Employment. Maastricht, Netherlands, European Centre for Work and Society, 1984.

Maryland. Department of Personnel. Report to the General Assembly on Part-time Positions. January 1977. 11p.

The relevant legislation, and how benefits are administered.

Massachusetts. Department of Manpower Development. Chapter 500: History and Accomplishments, Implementation of the Massachusetts Part-time and Flextime Employment Law. Boston, 1977. 9p.

Statistical summary, the impact on individuals and work units, productivity and problems.

Massachusetts. Department of Manpower Development. An analysis of Part-time Employment in Massachusetts during 1976, prepared by Maryann Bouba et al. June 1980. 21p.

Examines demographic characteristics and occupational and industrial composition of the voluntary part-time labor force in Massachusetts.

Massachusetts. Department of Manpower Development. Major Findings and Recommendations Regarding the Feasibility of a Part-time Employment Demonstration Program for AFEC Recipients and CETA-eligible Older Workers, prepared by Rachel Winkeller and Kim Kennedy. November 1980. 13p.

PERMANENT PART TIME EMPLOYMENT

Massachusetts. Department of Manpower Development. Part-Time Employment Desires of Female Household Heads Receiving AFDC: the Findings of a Survey of Recipients in the Boston Metropolitan Area , by Rachel Winkeller et al. November 1980.

Finds substantial demand, but few opportunities, and needs for job development, skill training, and career counseling.

Massachusetts. Department of Manpower Development. Part-Time Employment in Massachusetts ; implications for employment and training policy, by Kim Kennedy et al. October 1979.

Focuses on AFDC single parents and older workers, and concludes that part time employment provides needed opportunities for them.

Massachusetts. Department of Manpower Development. Prime Sponsor and Subgrantee Attitudes Regarding the Development of Part-Time Employment Opportunities in the Massachusetts CETA System , prepared by Kim M. Kennedy. June 1980. 12p.

Supports the need for more part-time opportunities for AFDC recipients and older workers, and looks into the benefits to be expected.

Massachusetts. Division of Personnel Administration. It Works: Part-Time Employment in State Agencies , by Priscilla H. Claman. 1980. 17p.

Explores the experiences and potentials for part-time employment (including job sharing) among supervisory, professional, secretarial and clerical staff.

New York State Council on Children and Families. Part-time Employment, Implications for Families and the Workplace , a report on three surveys of New York state employees and managers. January, 1983. 180p.

New York State. Department of Civil Service, Part-time Shared Job Project. Part-time Employment, a Guide for New York State Employees . August, 1984. 17p.

Information on how a part-time choice affects pay, leaves, social security, and training, in N.Y. state.

PERMANENT PART TIME EMPLOYMENT

Nollen, Stanley D. and Virginia H. Martin. Alternative Work Schedules: Part 2: Permanent Part-time employment, an AMA Survey Report . N.Y., AMACOM, a Division of American Management Associations, 1978. 70p.

This careful analysis of survey responses concentrates on short and long term effects, and management problems.

Part-time Employment in America ; highlights of the First National Conference on Part-time Employment. Maclean, VA. Association of Part-time Professionals, 1984. 83p.

Part-Time Social Workers in Public Welfare , N.Y., Catalyst, Inc., 1971. 56p.

A demonstration project in Boston, in which women college graduates were employed half-time in the Dept. of Public Welfare, describes orientation, recruitment, performance, and develops guidelines.

Part-Time Teachers and How They Work , N.Y., Catalyst, Inc., 1968. 39p.

A study of five school systems.

Part-Time Work at Higher Levels , by N. Schoemaker and E.M. Bartelings. Netherlands Association of University Women, 1982. 11p.

A research study involving interviews with employers as well as persons wishing to work part-time. Persons with higher education in social sciences are more likely to want and be sought for part time work.

Pickar, Ann et al. Part-Time Careers in Portland , Portland, OR. American Association of University Women, 1978. (Part-time careers project.) 164p.

Includes information on potentials in 15 career fields, based on interviews, and an appendix on job sharing legislation.

U.S. Congress. Public Law 95-437. Federal Employees Part-Time Career Employment Act of 1978 .

Legislation to provide increased part-time career employment opportunities throughout the federal government.

PERMANENT PART TIME EMPLOYMENT

U.S. Department of Labor. Employment and Training Administration. Exchanging Earnings for Leisure. Washington, D.C. U.S. Government Printing Office, 1980. 184p.

Findings of an exploratory national survey on work time preferences.

Periodical References

"Benefits Provided to Permanent Part-time Employees." IRN Perspective, a monthly supplement to Industrial Relations News, Dec. 1982.

Report of a survey of 310 employers.

"Careers: is Part-time Working?" by Susan Morse. Washington Post, July 2, 1984.

The author finds that there are more part-timers overall, though not as a percentage of the workforce, but shows that there are success stories at all levels.

"The Field Hands of Academe," by Tim Spofford. Change, November/December, 1980, pp. 14-16.

Attitudes toward part-time college teachers need to be changed; based on an American Federation of Teachers task force report.

"A Guide to Part-time Work," by Shirley Sloan Fander. Ladies Home Journal, October 1984.

Mentions job-sharing and other avenues to part-time employment, and how to get such jobs.

"Half-time Blues," by Suzanne Gordon. Working Papers for a New Society, May/June 1981, pp. 36-41.

Part-time could liberate working mothers, give the semi-retired a more varied life, or it could help management cut costs by dividing the work force; presents union objectives.

"How to Work Part-time...a report on the growth of part-time work schedules for managers and professionals," by Laurel Sorenson. Working Woman, Nov. 1984, pp. 144-147.

Examples of how professionals adjust both personally and professionally to part time jobs, and how to go about finding them.

PERMANENT PART TIME EMPLOYMENT

"Job-hunt Strategies for Part-time Professionals; opportunities are expanding for those who know where and how to look. Still, you need a plan." Changing Times , July 1984, pp. 62-65.

Tips on strategies and where to look; suggests job sharing.

"Life Beyond the Law Office," by Laurel Sorenson. American Bar Association Journal , July 1984, pp. 68-70.

Part-time lawyers at work.

"More Managers are Working Part Time; Some Like it, but Others Have no Choice," by Joann S. Lublin. The Wall Street Journal , June 2, 1982.

Current trends, and why it is advantageous for some managers, bad for others.

"Part-time Jobs; Shorter Hours, Fuller Lives; a New Class of High Earners are Laboring Less and Enjoying it More," by Stephanie Azzarone. Money , August 1982, pp. 72-78.

For professionals: how to approach the part-time job market and arrange finances, with examples.

"Part-time Work and Job Sharing: Here to Stay," by Sandra M. Saseen. GAO Review , Spring 1984, pp. 11-13, 38.

Employers are learning to accept these options, especially in government.

"Part-time Work Expanding due to Changing Social, Economic Pressures." BNA's Employee Relations Weekly , April 2, 1984.

Employers are beginning to accept part-time for higher-level jobs.

"Part-time Work: Many Seek it, Few are Chosen," by Carla Lazzareschi. Los Angeles Times , October 21, 1984.

Economic trends make fewer part-time jobs available currently.

"Part Time Work: Policies for Women (and Men)," by Evelyn Bayevsky. Canadian Woman Studies , Summer, 1982, pp. 81-83.

Why part-time is of particular importance to women.

"Part-time Work Will Increase, Bringing Change to Social Mores and Standards of Compensation," by Nancy S. Barrett. Personnel Administrator, Dec. 1983, pp. 94-98.

Predicts the upgrading of part-time job opportunities, and the extension of affirmative action to the part-time sphere.

Probe: Part 1. "Is Part-time Nursing the Answer for You? The Part-time Question and the Hospital's Answer," by Marjorie A. Godfrey. Nursing Part 1, October 1980, pp. 65-72, and Nursing Part 2, November 1980, pp. 75-72.

Most of the 7500 nurses responding to a questionnaire were enthusiastic about part-time work, and tell why; a survey of administrators was also favorable, though they point out some difficulties; the job sharing possibility is also outlined.

"Towards a Fully Part-time Britain," Personnel Management, London, June 1982, pp. 28-31.

Explores the nature of the part-time work force, a fifth of all workers in Britain, and policy changes needed to improve conditions, especially for women.

"What the Boom in Part-time Work Means for Management." International Management, May 1984, pp. 36-40.

Trends in Canada, Europe, and Japan, as companies and their employees find their interests starting to coincide; explains modified job-sharing in Germany, among other examples.

"Will Men Legitimize Part-Time Work?" by Ari Korpivaara. Ms. Magazine, May 1981, pp. 37-40.

Attitudes toward men who work part time, and why it is good for some.

B. JOB SHARING

Two people voluntarily sharing the responsibilities of one full-time position with salary and benefits prorated.

Books and Reports

Canada, Employment and Immigration. Work Sharing, a Perspective . Ottawa, March 1983.

Equal Opportunities Commission (United Kingdom). Job sharing: Improving the Quality and Availability of Part-time Work . Alternative working arrangements - 1. Manchester, England, Equal Opportunities Commission, July 1981. 34p.

Describes job sharing in the U.K. and U.S.A.; the appendix includes procedure for two doctors to share a hospital post.

Hawaii. Legislative auditor. Job Sharing Pilot Project in the Department of Education, Final Evaluation , a report to the Legislature of the State of Hawaii. March 1981. 58p.

Recommends the retaining of shared teaching positions in Hawaii schools.

Job Sharing: An Alternative to Traditional Employment Patterns , Arlington, VA, Educational Research Service, Inc., 1981. 49p.

Review of the literature, and an overview of job sharing in teaching, its advantages and disadvantages, policies in various jurisdictions, and the legislation in California, Minnesota, and Hawaii.

Lansing, Michigan. Human Resources Department, Lansing Women's Bureau. Alternative Employment Opportunities Study. Flexible Work Patterns, an Overview of Alternative Work Patterns with a Focus on Job Sharing, Conference for Employers and Bargaining Units , March 24, 1981. 23p.

Outline of the conference agenda with concise summary of advantages, employer and union concerns, development of a program, implementing shared jobs.

JOB SHARING

_____. Job Sharing, a Manual for Bargaining Units: How to Put Job Sharing to Work for Your Members . June 1981. 40p.

Addresses the concerns of unions, and points out benefits to members.

_____. Job Sharing, a Manual for Employers . June 1981. 34p.

Coping with the inconveniences and cost issues; how to set up a program.

_____. Job Sharing, a Manual for Sharing a Job . June 1981. 27p.

How to find a partner, prepare a joint resume and proposal letter, and handle benefits.

Lee, Patricia. The Complete Guide to Job Sharing . New York, Walker and Co., 1983. 136p. Bibliography, pp. 127-131.

Sharing the job you now have, or finding a partner and seeking a job, with forms and letters.

McGuire, Nan, et al. Job Sharing in Health Care . San Francisco, CA, New Ways to Work, 1984. 45p. Refs., p.44.

A guide for administrators and job sharers with case studies, cost analysis and sample proposals.

Meier, Gretl. Job Sharing: A New Pattern for Quality of Work and Life , Kalamazoo, MI. The W.E. Upjohn Institute for Employment Research, 1979. 187p.

Selected interviews with sharers bring out the joys and stresses of job sharing.

Meives, Susan F. Part-Time Work, a Multiperspective Analysis ; research report of a demonstration project to develop and test a job sharing and flexible time arrangement in Wisconsin civil service. Prepared by the University of Wisconsin for the State of Wisconsin Department of Employee Relations. June 1979. 306p.

Evidence from Project JOIN (See below) of the characteristics of workers preferring part-time, and impact of the project on job satisfaction, performance and cost.

Minnesota. Dept. of Employee Relations. An Evaluation of Job Sharing among Minnesota State Employees: productivity job satisfaction and a model for development, submitted to the Commissioner by David Bruce Sapper, program evaluator, March 1983. 132p., app.

Moorman, Barbara. Job Sharing Through Collective Bargaining. San Francisco, CA. New Ways to Work, 1982. 19p.

A unionist's handbook with suggestions on how to protect workers when negotiating job sharing; unions with job sharing provisions and sample contract language included.

_____. Upgrading Part-time Work: Why Unions Should Support Voluntary Job Sharing. San Francisco, CA, New Ways to Work, 1982. 13p.

Presents five good reasons that labor should negotiate voluntary job sharing and examples of unions that have done so successfully.

Moorman, Barbara, Suzanne Smith and Susie Ruggels. Guide to Policies and Contracts on Job Sharing in the Schools. San Francisco, CA, New Ways to Work, 1980. 38p.

A survey of policy and contract language covering such issues as application procedures, health benefits, return to full time. Contains model contract.

_____. Job Sharing in the Schools. San Francisco, CA, New Ways to Work, 1980. 86p.

A practical handbook for teachers and administrators on the implementation and use of job sharing in school districts.

New York State Committee on Work Environment and Productivity (CWEP). Job Sharing in New York State: an Assessment of Implementation and Participants' Experiences. Final report submitted by F.B. Parisky and S.L. Gardner, October 1981. 105p.

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Olmsted, Barney et al.

Job Sharing: General Information . 11p.

Job Sharing: Analyzing the Cost . 30p.

Job Sharing: Developing a Program . 23p.

Job Sharing: How to Incorporate Sharers . 25p.

San Francisco, CA, New Ways to Work, 1980-81.

Four booklets designed for employers interested in instituting job sharing in an organization.

Olmsted, Barney and Suzanne Smith. The Job Sharing Handbook . Berkeley, CA, 1985, Ten-Speed Press. 276p.

An essential guide to sharing responsibilities and rewards of one full-time job. Contains check lists, questionnaire, case histories and practical suggestions.

Olmsted, Barney, Suzanne Smith, Willie Heller, and Susie Ruggels. Job Sharing in the Public Sector . San Francisco, CA, New Ways to Work, October 1979. 79p.

Reviews programs at municipal, county and state levels including implementation and evaluation.

Oregon. Budget and Management Division. State of Oregon Job Share Experience , 1977-1979. Submitted to the 60th Legislative Assembly, January 1979. 47p.

Brief report on the costs and functioning of 459 positions, with tables, forms, documents.

Wisconsin. Department of Employment Relations. Project JOIN Final Report, a Demonstration Project to Develop and Test a Job Sharing and Flexible Time Arrangement in Wisconsin Civil Service . June 1979. 55p.

Goals and accomplishments of the program, with a summary of shared jobs and their impact on employees and work units, recommended guidelines.

Wood, J.M. Job Sharing and Modified Work Weeks: Forces for Change in Systems of Education . New South Wales, Australia, University of Newcastle, Faculty of Education, 1979. 30p.

New approaches to make work time compatible with changing life styles, including flexitime and the compressed work week; details of various patterns, and highlights of the literature.

JOB SHARING

Periodical References

"Beyond the Fringes; Job-Sharing can Offer an Unusual Benefit: Fulfillment," by Kathryn Phillips. New Age Journal , December 1984, pp. 53-56.

How job-sharing helps those who are looking for self-fulfillment, and how industry and labor are beginning to see the benefits; includes a list of resource organizations and describes their work.

"Can Job-Sharing Work for You?" Employee Relations Bulletin (Bureau of Business Practice, Waterford, CT), March 1982, p.6

Overview of job-sharing, and its advantages.

"Companies Find Job-sharing can be a Two-way Benefit," by Catherine Foster. Christian Science Monitor , March 30, 1983.

Includes an account of job-sharing at Rolscreen Co., Pella Ohio.

"Guest Opinion: Job Sharing..." by Donald C. Lum. Office Administration and Automation , January 1984, p.100.

Column by a V.P. of Pfizer, Inc. on job sharing as an idea that has positive results when properly administered, based on his company's experience with secretaries.

"How Job Sharing Works for Me," by Christine Goold. McCall's , March 1982, pp. 20-21.

Getting and implementing a shared secretarial job.

"How to Make Job Sharing Work," by Michel Syrett. Personnel Management (U.K.), October, 1982, pp. 44-47.

Outlines the potential advantages to the employer, and answers objections, with detailed advice on practical implementation, includes a full description of the GEC Telecommunications plan.

"Job Sharers Split Benefit Costs at Air Cal," by Carol J. Blitzer. Business Insurance , January 24, 1983, p.20.

Details of benefit programs at Air Cal and other airlines.

JOB SHARING

"The Job Sharers: Two Workers for the Price of One," by Bruce W. Most. Kiwanis Magazine , May 1981, pp. 19-21.

Examples of several pairs, emphasizing values to employees and employers.

"Job Sharing - A Concept Whose Time has Come," by Patricia Lee. Office Administration and Automation , April 1984, pp. 28-30.

Steps to be taken by managers for sound planning of a job-sharing program; includes a list of organizations in the network for work-time options.

"Job Sharing: a New Reality in the Workplace," by Dale Martin. San Mateo Times , December 17, 1984.

Accounts of sharing teachers, with a discussion of job-sharing with New Ways to Work directors.

"Job Sharing; a Part-time Career for a Fuller Life," by Sally A. Koblinsky and Kathleen F. Mikitka. Journal of Home Economics , Winter 1984, pp. 6-10.

Types of people and jobs involved, drawbacks, advantages, effect on employers, and becoming a job-sharer.

"Job Sharing, an Emerging Work Style," by Barney Olmsted. International Labour Review , May-June 1979, pp. 283-297.

The mechanics of job sharing and its broader implications for society.

"Job Sharing Couples in Academia: Administrative Problems and Practices," by Kathleen Faith Mikitka. Journal of the Association for Women Deans, Administrators, and Counselors . Spring 1984, pp. 21-27.

Drawing up contracts with married couples.

"Job Sharing: For Many a Perfect Answer," by J. Frank Diggs. U.S. News and World Report , August 23, 1982, pp. 66-68.

Trends in many parts of the country, with mention of other part-time options.

"Job Sharing in Physical Therapy," by William Bandy and G. Eiland. Clinical Management , January 1984, pp. 28-30.

Stresses the special problems of communication and patient care.

"Job Sharing in the Head Nurse Role - Decreased Stress." Nursing Administration Quarterly , Winter, 1983, pp. 35-40.

Considers the psychological side of a job-sharing plan; the problems and solutions listed are applicable to other fields of work.

"Job Sharing in the Schools: an Administrative View," by Barney Olmsted and Barbara Moorman. The Principal's Center Newsletter , Winter 1983. (Harvard Graduate School of Education)

"Job Sharing, it May Be Right for You," by Carol Carver and Linda J. Crossman. American Journal of Nursing , April 1980, pp. 676-678.

Describes shared job directing a day care program for the aged.

"Job-sharing Merits Praised by Teachers," by Lee Harris. Los Angeles Times , May 31, 1984.

"Job Sharing: the Case for Half-time Work," The Times Educational Supplement , March 22, 1982.

Sharing among teachers in Sheffield, England, with responses of unions and teachers.

"Job Sharing; the New Way to Work Part-time," by Joan Wallace. Chatelaine , March 1984.

Extent of job sharing in Canada, and policies of unions and employers.

"Job Sharing - Two for One," by Rhonda Miller. Tidewater Virginian (Norfolk, VA), October 1984, pp. 73-76.

Examples in teaching, law, public relations, and state jobs.

"Lawyers Share Jobs for More Family Time," by Glenn Collins. New York Times , July 9, 1984.

The program of the New York State Attorney-general's office, with a description of job arrangements and benefits.

"Nine-Monther Program Helps Bank, Mothers, and College Students." ABA Banking Journal , April 1983, pp. 30-31.

An arrangement for hiring working mothers for 9 months, and students for three months in the summer.

"Planning a Shared-schedule Residency," by Patricia A. Chamberlin and Mary D. Jones. Journal of Medical Education , June 1980, pp. 496-501.

Details of how duties are shared at a Texas Hospital, and the problems encountered.

"Sharing the Load of Law Office Management," by Mary Ann Clarke and Anne Stokes. Docket Call , Winter 1981, pp. 5-8.

Specific details of how the job is shared.

"Splitting the Load," by Alison A. Roberts. Sacramento Union , February 17, 1985.

Experiences of a variety of professional job-sharers.

"Staying Whole as Halves, Cook County's Part-time Interns," by Chris Coote. New Physician , February 1977, pp. 35-36.

An example of a shared internship and how it works.

"Try Something New - Jobsharing;" flexibility is the key to a successful jobsharing program for your office, by Christine Goold. Real Estate Today , June 1984, pp. 15-16.

Advantages and problems experienced by job sharing secretaries, with guidelines for employers.

"Two Can Work as Cheaply as One, if They Share the Same Job and Split the Wages as an Increasing Number of Canadians Do," by Julianne LaBreche. The Financial Post Magazine , October 31, 1981, pp. 22-24.

Describes shared jobs in various occupations.

"When a Single Job is Shared by Two," by Michael Unger. Newsday , September 22, 1981.

Describes a couple sharing a Presbyterian ministry.

"With a Changing Work Force, has Job Sharing's Time Arrived?" by Jeanne Lott. San Diego Business Journal , January 10, 1983, pp. 1, 8-9.

Social trends and employers' benefits permit job-sharing to be considered seriously; experiences in San Diego County.

C. VOLUNTARY REDUCED WORK TIME PROGRAMS

A time/income tradeoff that allows full-time employees to reduce work hours for a specified period with a corresponding reduction in compensation.

Books and Reports

Best, Fred. Exchanging Earnings for Leisure: findings of an exploratory national survey on work time preferences. U.S. Dept. of Labor, Employment and Training Administration, 1980. 184p. R & D Monograph, no. 79.

Harriman, Ann. The Work/Leisure Tradeoff: Reduced Work Time for Managers and Professionals. Praeger, 1982. 184p. Bibliog. pp. 165-279.

Adapting normal organizational procedures to a more satisfactory allocation of time.

Moorman, Barbara and Barney Olmsted. U-Time, a New Way to Work: a Resource Manual for Employers and Employees. San Francisco, CA, New Ways to Work, 1985. 76p.

This unique book contains detailed case histories, sample legislation, useful forms, and much more.

Preferred Working Hours; major results from the Committee For the Study of Working Hours. (DELFA's) supplementary questions to the Central Bureau of Statistics monthly Labour Force Study, February 1984. Stockholm, Ministry of Labour. 17p. DELFA debate report no. 3.

Survey of workers' preferences for longer or shorter hours and their choices between shorter hours and higher wages.

Van Den Burgh, R.C., and Wittelsburger, H. Working Time Reduction and Unemployment, a Socio Economic Study. The Conference Board in Europe. 1983.

VOLUNTARY REDUCED WORK TIME PROGRAMS

Periodical References

"Changing Times: The Use of Reduced Work Time Options in the United States," by Barney Olmsted. International Labour Review , July-August, 1983, pp. 479-492.

History and present status of part-time, job sharing, and voluntary reduced work time.

"Salary-Hours Tradeoff for State Employees; State Workers get Option of Less Time, Less Salary," by Bob Taylor. Sacramento Union , March 27, 1982.

Voluntary Time Income Tradeoff (V-Time) in state EDD.

D. PHASED RETIREMENT

A program allowing workers to retire gradually over a period of years instead of at one particular time.

Books and Reports

Washington University. Institute of Public Policy and Management. Retirement Oriented Career Planning in the Middle Years, final report on a study at the University of Washington, Seattle WA. Principal investigator: Susie Anschell. January 1982. 139p.

Survey of university non-academic staff on the age of planned retirement, its effect on careers, and options for flexibility.

California, Legislative Analyst. The Reduced Workload Program in the State Teachers' Retirement System. Sacramento, CA. September 1980. 23p.

The regulations for the program, and the costs; indicates a net saving to the school system.

The Future of Older Workers in America: New Options for an Extended Working Life. N.Y., Work in America Institute, Inc., 1980. 135p.

Includes a recommendation for phased retirement as a means of giving employees a taste of leisure and new activities before retirement; describes options of job and schedule redesign, reassignment, part-time employment.

Jacobson, Beverly. Young Programs for Older Workers: Case Studies in Progressive Personnel Policies. N.Y., Van Nostrand Reinhold, 1980. 123p.

Companies using part-time employment, phased retirement, outplacement, re-entry workers, older workers and counseling.

Jud, Robert. The Retirement Decision: How American Managers View Their Prospects, an AMA Survey Report. N.Y., AMACOM, 1981. 45p.

Approximately 1200 respondents of all ages reported on factors influencing their decisions about retirement age; indicates strong respect for older managers, and the incentives for early, deferred, or phased retirement.

PHASED RETIREMENT

McConnell, Stephen R. et al. Alternative Work Options for Older Workers: A Feasibility Study. Los Angeles, CA, University of Southern California, Andrus Gerontology Center, 1980. 39p.

Study of older workers' interest in working beyond normal retirement age, the types of options, and the unawareness of management and labor unions of this interest.

Swank, Constance. Phased Retirement: the European Experience. Washington, D.C., National Council for Alternative Work Patterns, Inc., 1982. 228p. Sel. bibliography, pp. 219-228.

Operation, costs and benefits of phased retirement programs in six European countries with case studies and company profiles.

U.S. Congressional Budget Office. Work and Retirement: Options for Continued Employment of Older Workers, 1982. 81p.

How demographic changes will affect the labor market and the economy; the determinants of retirement decisions and options for continued employment, e.g., change in income allowable under private pensions.

Periodical References

"Alternative Work Options for Older Workers," Part I: Employees' interest, by Carolyn E. Usher. Part II: The Managers' view, by Stephen R. McConnell. Part III: The Union and professional association view, by Barbara Hade Kaplan. Aging and Work. Spring 1981, pp. 73-87. Summer 1981, pp. 145-160.

Survey findings lead to recommendations for changes in employers' practices, unions' attitudes, and government policy to enable older workers to extend their work lives.

"Easing into Retirement," by Michael McCabe. San Jose Mercury News, March 16, 1984.

Flexible plans at Varian, Hewlett-Packard, Levi-Strauss.

PHASED RETIREMENT

"Flexible-Age Retirement, Social Issue of the Decade," by Peter F. Drucker. Industry Week, May 15, 1978, pp. 66-71.

The author believes this will be an issue comparable to minority employment and women's rights in the 1980's and discusses how benefits can be handled.

"Flexible Retirement Programs in Two U.S. Companies," by Gail S. Rosenberg and Maureen E. McCarthy. Aging and Work, Summer 1980, pp. 210-214.

Study by the National Council for Alternative Work Patterns of reduced work week program.

"Gliding Out, the European Approach to Retirement," by Bernhard Teriet. Personnel Journal, July 1978, pp. 368-370.

Specific provisions of programs in France, Sweden, Holland.

"Gradual Retirement vs. Abrupt Termination," by Bernard I. Forman. Supervision, January 1982, pp. 7-8.

Brief essay recommending the tapering off of responsibilities, judicious use of older employees.

"Let's Abolish Retirement!" by Edith L. Stunkel. The Futurist, October 1979, pp. 325-327.

Reallocation of free time throughout the life span, through cumulative earned leave plan.

"New Law Offers Teachers Opportunity for Job Sharing, Phased Retirement," by Suzanne Smith. World of Work Report, January 1980, pp. 3-4.

The growing advantages to teachers and school districts of California's recent legislation to support sharing the workload.

"Older Workers: A Resource We'll Need," by Daniel D. Cook. Industry Week, July 7, 1980, pp. 42-48.

Recommends changing personnel policies to provide later retirement, training programs, and job sharing for older employees.

PHASED RETIREMENT

"Partial Retirement in Sweden: Development and Experiences," by Goran Crona. Aging and Work, Spring 1980, pp. 113-120.

Economic and social effects of Swedish scheme for partial pensions and reduced hours for workers aged 60-65.

"Phased Retirement Option Program at the University of San Diego," by R.F. O'Neil. Aging and Work, Spring 1981, pp. 130-132.

Voluntary contract available to faculty members over 55 specifies amount of time, salary calculation, partial pension, with typical example.

"Phasing in Early Retirement," by Paul Blyton. Personnel Management (U.K.), November, 1982, pp. 32-35.

Surveys practices in Europe and especially Britain, where phased retirement is becoming more popular with companies and individuals.

"Polaroid Experimenting with Phased Retirement," by Joseph Perkins. Management Review, April 1982, pp. 29, 32-33.

Company grants leaves "to rehearse retirement," and offers various "tapering off" schedules, with proportional benefits.

"Retirement Options under the Swedish National Pension System," by Michael D. Packard. Social Security Bulletin, November 1982, p. 12.

Reviews options for workers 60-64 years of age, including partial pension program, allowing workers to reduce hours and receive pensions equal to half of lost earnings.

"Retirement Policies and Management Decisions," by Benson Rosen et al.. Aging and Work, Fall 1980, pp. 239-245.

Study of effect of flexible retirement options, including the change to part-time status, on termination rates of older employees.

"Why Late Retirement is Getting a Corporate Blessing; as a labor crunch looms, innovative programs keep older workers on the job." Business Week, January 16, 1984, pp. 69,72.

Reduced hours, job changes, job sharing, "retirement rehearsal," pension accrual after 65.

E. LEAVES - SABBATICAL, EDUCATIONAL, PARENTAL

Authorized periods of time away from work without loss of employment rights. Paid or unpaid, leaves are usually extended and taken for family, education, or leisure time.

Books and Reports

Best, Fred. Flexible Life Scheduling: Breaking the Education-Work-Retirement Lockstep . N.Y., Praeger, 1980. 67p.

The appropriate allocation of work, income and leisure throughout the life span.

Clarkson, Jean. Two-Career Families: A Bibliography of Relevant Readings . N.Y., Catalyst Career and Family Center, 1982. 126p.

Includes references on parental leaves.

Kamerman, Sheila B. et al., Maternity Policies and Working Women . Columbia University Press, 1983.

A report of the state of maternity (and paternity) policies, with a survey of private employers and of five states that provide temporary disability insurance.

Meier, Gretl S. Worker Learning and Worktime Flexibility, Kalamazoo, MI, The W.E. Upjohn Institute for Employment Research, 1983. 64p.

An approach to research on how flexible work times might extend education and training opportunities, especially for women in low-status jobs.

Preliminary Report on a Nationwide Survey of Maternity/Parental Leaves , a position paper from Catalyst's Career and family Center. Catalyst, 1984. 7p.

Survey of large companies' current policies on paid, unpaid, and disability leave for new parents.

Stern, David. Managing Human Resources: The Art of Full Employment . Boston, MA, Auburn House, 1982. 142p.

The book includes a section on sabbaticals and the use of pension funds to finance them.

Wood, Jack M. Educational Leave and the Balance of Skills: an Australian Perspective, Paris, O.E.C.D., January, 1983. 11p. References, p.11.

The author maintains that the nations will fall behind the world "balance of skills" if more is not done to provide leave for recurrent education and describes the extent of public and private sector schemes.

Periodical References

"Court Overturns Maternity Leave Job Protection." Los Angeles Times, March 20, 1984.

Legal decision based on sex discrimination.

"Education Leave: North American Development and Design Elements," by Roy J. Adams. Work Times (San Francisco, CA, New Ways to Work) v.1, no. 2, Fall 1982, pp. 1-2, 5.

Developments in Canada, in the main, and issues raised.

"Educational Leave in Canada: a Look at Individual Programs." Monthly Labor Review, August 1980, pp. 41-43.

Examines the practices of 13 employers in the public and private sectors, through interviews, and summarizes the views of employers and employees.

"Families; Maternity Leave: What the Company Owes You," by M. Wheatley and M.S. Hirsch. Working Woman, June 1983, pp. 112-114.

Specifics of the Pregnancy Disability Act of 1978.

"Is there a Sabbatical in Your Future? How One Senior Business Partner Planned His," by Robert A. Dods. Business Quarterly, Winter 1980, pp. 30-36.

This thoughtful personal account of a travel and study leave, includes a statement of his company's policy and financial arrangements.

"Maternity and Parental Leaves in Europe," by Gisela Erler. Work Times, v.1, no. 1, Summer 1982, pp. 1-5.

Comparison of Austria, West Germany, Sweden, Finland and Hungary, with respect to leave policies, their acceptance by women, and the impact of paternal leaves.

LEAVES - SABBATICAL, EDUCATIONAL, PARENTAL

"The Maternity Backlash, Women vs. Women," by Anite Shreve. Working Woman, March 1985, pp. 117-120.

Facing the conflict, for both employees and managers, that most women feel between jobs and new families.

"Paid Educational Leave in Australia, Canada, Ireland and the United Kingdom," by I.K. O'Malley. International Labour Review, March/April 1982, pp. 169-183.

Examines the policies of the four countries following the adoption of ILO Convention 140.

"Paid Educational Leave in Five European Countries," by J.M. Luttinger and B. Pasquier. International Labour Review, July/August 1980, pp. 407-423.

Special features of programs in France, Italy, Belgium, West Germany and Sweden, with a comparison of their aims and the ways they are financed.

"Parental Benefits - a Study of Men's Behavior and Views," by Jan Trost. Current Sweden, June 1983.

"Paternity Leave Changes Meaning of Family Life," by Ursula Vils. Los Angeles Times, February 21, 1983.

"Pregnancy Leave: a Dilemma of Women and Equality," by Sheila B. Kamerman. Los Angeles Times, April 2, 1984.

Contrasts U.S. policies with those of Europe, and how maternity leave raises questions of discrimination.

"Sabbaticals: Way to Avoid Job Burnout," by Doug Brown. Los Angeles Times, Oct. 12, 1983.

How personal growth sabbatical activities improve productivity and career development.

"Time Off for New Fathers," by Beverly Stephen. San Francisco Chronicle, Sept. 17, 1984.

Taking off from the Catalyst study (described above) the author explores the personal attitudes of corporate employees and managers, finding little support for paternity leave.

"Time Off From Job is Pause that Refreshes," by Ira Rifkin. Daily News, August 18, 1983.

Examples of companies that give sabbaticals, with details of their terms.

F. WORK SHARING

An alternative to layoffs in which all or part of an organization's workforce temporarily reduces hours and salary.

Books and Reports

Best, Fred. Work Sharing Issues, Policy Options and Prospects. Kalamazoo, MI, The W.E. Upjohn Institute, 1981. 204p.

The variety of ways work can be shared to reduce unemployment; economic effects of work sharing and how it can be made more attractive to workers and employers.

California. Health and Welfare Agency. Employment Development Department. Shared Work Unemployment Insurance Evaluation Report. May 1982.

The requirements and patterns of participation, social gains and costs, views and attitudes toward the program.

Schumann, Paul L. Longer Hours or More Jobs? An Investigation of Amending Hours Legislation to Create Employment. N.Y. School of Industrial and Labor Relations, Cornell University. 177p. References, pp. 171-177.

An econometric study, with many detailed tables.

MaCoy, Ramelle and Martin J. Morand, eds. Short-time Compensation: A Formula for Work Sharing. N.Y., Pergamon Press, 1984.

A Work in America Institute sponsored study of alternatives to layoffs in Canada and West Germany, and in the states of California, Oregon and Arizona, with management and union viewpoints.

Meltz, Noah, Frank Reid and Gerald S. Swartz. Sharing the Work: an Analysis of the Issues of Worksharing and Job Sharing. University of Toronto Press, 1981. 90p.

A theoretical model to assess the feasibility of shared employment in the Canadian labor market, with costs and implications for workers and government. Has a good analysis of job sharing.

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Moore, Gary A. The Feasibility of Voluntary Shared Work Compensation as an Alternative to Layoffs in the New York State Public Sector . Final Report to N.Y. State OER/CSEA, Committee on Work Environment and Productivity, 1981. 76p. References, pp. 42-44.

A survey of employees found a significant number would be willing to sacrifice some pay for more leisure.

Organization for Economic Co-operation and Development. Labour Supply, Growth Constraints, and Work Sharing . Paris, 1982. 67p.

Why it is time to work for a better balance between labor supply and the demands of the economy.

Yemin, Edward, ed. Workforce reductions in Undertakings. Geneva, International Labour Office, 1982. 214p.

Policies and measures for the protection of redundant workers in seven industrialized market economy countries.

Zager, Robert. Employment Security in a Free Economy . N.Y., Work in America Institute, 1984.

Explains how employment security differs from job or income security, with 26 specific recommendations. To be followed by a case book in 1985.

Periodical References

"Employers and Employees Benefit from Work-sharing UI Program." California Employer , March 1981, p. 2.

Provisions of the law and how it works; notes that 1350 employers had filed work sharing plans.

"Interest Grows in Worksharing, Which Lets Concerns Cut Work-weeks to Avoid Layoffs," by Heywood Klein. Wall Street Journal , April 7, 1983.

How worksharing at Motorola, Inc., in Phoenix saved 1000 jobs.

"Novel Ways Being Used to Save Jobs," by Judith Cummings. New York Times , Jan. 28, 1983.

Progress in several states toward developing work-sharing programs.

WORK SHARING

"Recession Impact Eased by Work Sharing Program," by Barbara Bry. Los Angeles Times , May 1, 1980.

An account of how it works, the objectives of employers, and the opinions of workers and unions.

"The Search for an Alternative to Layoffs," by Margaret Price. Industry Week , May 26, 1980, pp. 17-18.

Interview with the chairwoman of EEOC, who supports short-time compensation to benefit women and minorities.

"Sharing Layoffs and Jobless Benefits - A New Approach is Attracting Interest," by W.J. Singer. National Journal , February 8, 1980, pp. 232-235.

Summarizes unemployment insurance programs, with history and detailed cost study; includes a critique of the Canadian study, which indicated that costs are unexpectedly high.

"Short-time Compensation in North America: Trends and Prospects," by Fred Best. Personnel , January 1985, pp. 34-41.

STC (with partial UI benefits) experience in California, Canada, and West Germany, and its impact on firms, workers, and government.

"Short-Time Compensation Systems in California and Europe," by Fred Best and James Mattesich. Monthly Labor Review , July 1980, pp. 13-22.

Tables and preliminary analysis of data from the California work sharing unemployment insurance program, with a summary of the German system.

"UI-assisted Worksharing as an Alternative to Layoffs: the Canadian Experience," by Frank Reid. Industrial and Labor Relations Review , April 1982, pp. 319-329.

Analyzes an experimental program, with a study of management costs, the mixed labor attitudes, and the government viewpoint.

WORK SHARING

"Unemployment Benefits for Work Sharing," by Jon David Vasche. Business Economics September 1982, pp. 44-49.

Analyzes the profitability of California's SWUC program for two representative companies, showing how it is affected by wage structure, policy on benefits, etc.

"Unemployment Benefits for Work Sharing; a Further Consideration," by Jon David Vasche. Business Economics, April 1984, pp. 59-61.

Refers to previous (1982) article; points out that some workers may benefit economically by shortened workweek; therefore work sharing UI compensation may not always benefit the employer.

"Work-sharing Approaches: Past and Present," by Martin Nemirow. Monthly Labor Review, September 1984, pp. 34-39.

How today's circumstances and the concept of short workweeks differ from those of the 1930's, when the idea was widely used.

"Worksharing in the U.S.: Its Prevalence and Duration," by Robert W. Bednarzik. Monthly Labor Review, July 1980, pp. 3-12.

A study, with historical tables, showing that the United States lags in this effort, mainly due to lack of unemployment insurance plans.

"Work-Sharing is Working in California; Employers, Employees and Even Labor Give High Marks to the Golden State's Work-Sharing Program." Dun's Review, August 1980, pp. 62-64.

Successes and possible abuses, and an explanation of union reluctance to support the plan.

"Work Sharing Takes Off in the Netherlands; Creating Part-time Work from Full-time Jobs Becomes Respectable." International Management, September 1981, pp. 55-58.

The government has a target of 25% of the workforce on work sharing programs, supported by subsidies to employers and supplementary pay to employees.